

# MESSAGE FROM THE DIRECTOR

I am pleased to present the results of the first strategic planning effort of the Fairfax County Department of Housing and Community Development (HCD). The Strategic Plan — A Framework for Excellence — represents the high standards and innovative tradition of HCD. This Plan was developed through an inclusive agency-wide process that brought together employees from all segments and all levels of the organization in this pioneering effort to produce a first-ever Strategic Plan. These employees embraced the challenge and opportunity presented by County Executive Tony Griffin who announced this strategic planning initiative in 2002, and encouraged broad participation by all employees at all levels in all agencies.

The Framework for Excellence dovetails with the Strategic Plan of the Fairfax County Redevelopment and Housing Authority, for whom the Department of Housing and Community Development serves as staff to implement FCRHA programs and policies, and reflects the department's close affiliation with the Authority.

We see this Plan as a beacon of light which, in conjunction with the Strategic Plan adopted by the Fairfax County Redevelopment and Housing Authority, will help guide our future decision-making and will help focus our work and goals.

Finally, to the many employees of HCD who participated in the many meetings that brought this Plan to fruition, particularly Kay Robertson who led the effort and Mary Stevens who was instrumental in its final presentation, I express my heartfelt appreciation for taking time to work on this important project while maintaining a high level of customer service and attention to ongoing projects.



A handwritten signature in black ink, reading "Paula C. Sampson".

Paula C. Sampson, Director  
Fairfax County Department of Housing and Community Development

**FRAMEWORK FOR EXCELLENCE:**  
**The Strategic Plan of the Fairfax County**  
**Department of Housing and Community Development**

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Please call 703-246-5101 (TTY: 703-385-3578). Please allow 10 working days for preparation of materials.*

# HCD STRATEGIC PLANNING TEAMS

## **Excellence in Affordable Housing Business Team**

Housing Management Division  
Design, Development and Construction Division  
Property Improvement and Maintenance Division  
Asset Management

## **Excellence in Financial Services and Capital Formation**

Financial Management Division  
Real Estate Finance and Grants Management Division

## **Excellence in Revitalization**

Office of Commercial Revitalization  
Home Improvement Loan Program  
Home Repair for the Elderly Program  
Blight Abatement Program  
Neighborhood and Community Improvement Programs

## **Excellence in Leadership, Administration and Technology Services**

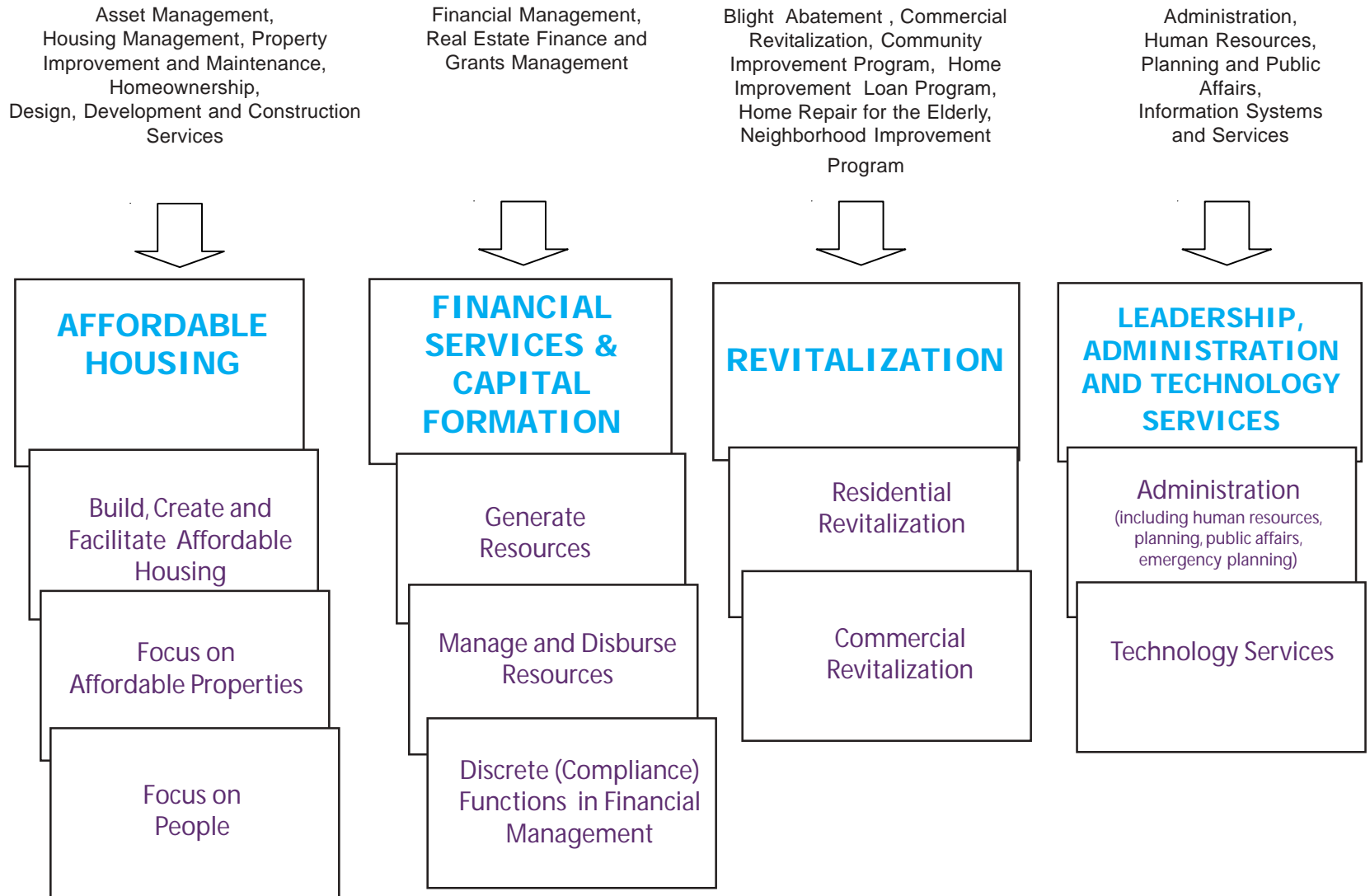
Office of the Director  
Administration Division  
Information Systems and Services Division

## **Panel of Delegates**

Representatives from all Business Teams

# HCD Strategic Plan: Business Areas and Micro-Businesses

**Organizational Divisions**  
**Business Areas**  
**Micro-businesses**



# Fairfax County Vision

## Core Purpose and Vision Elements

To protect and enrich the quality of life for the people, neighborhoods, and diverse communities of Fairfax County by:



**Maintaining Safe and Caring Communities:** The needs of a diverse and growing community are met through innovative public safety, health care, housing, educational, recreational, and volunteer opportunities. As a result, residents feel safe and secure, capable of accessing the range of services and opportunities they need, and are willing and able to give back to their community.



**Practicing Environmental Stewardship:** Local government, industry, and residents seek ways to use all resources wisely and to protect and enhance the County's natural environment and open space. As a result, residents feel good about their quality of life and embrace environmental stewardship as a personal and shared responsibility.



**Building Livable Spaces:** Together, we encourage distinctive "built environments" that create a sense of place, reflect the character, history, and natural environment of the community, and take a variety of forms — from identifiable neighborhoods, to main streets, to town centers. As a result, people throughout the community feel they have unique and desirable places to live, work, shop, play, and connect with others.



**Maintaining Healthy Economies:** Investments in the work force and community support a diverse and thriving economy. As a result, individuals are able to meet their needs and have the opportunity to grow and develop their talent and income according to their potential.



**Connecting People and Places:** Transportation and technology effectively and efficiently move people and ideas. As a result, people feel connected to their community and have the ability to access places and resources in a timely, safe, and convenient manner.



**Creating a Culture of Engagement:** Individuals enhance community life by participating in and supporting civic groups, discussion groups, public-private partnerships, and other activities that seek to understand and address community needs and opportunities. As a result, residents feel they can make a difference and work in partnership with others to understand and address pressing public issues.



**Exercising Corporate Responsibility for County Resources and Results:** Local government is accessible, responsive, fiscally responsible and accountable. As a result, decisions are fair, reflect community input and expectations and sound management of taxpayer money and County Assets.

# Fairfax County Department of Housing and Community Development

**Core Purpose :** *To Provide Opportunities for Affordable Housing and Economic Vitality in Thriving Diverse Communities*

## Our Vision

1. We will provide affordable housing to lower income households through the preservation and/or production of modest rent housing
2. We will pursue focused efforts to expand and preserve homeownership through increased affordable stock, creative financing techniques and home improvement assistance.
3. We will assist the FCRHA in a strategic effort to acquire land for future affordable housing development.
4. We will play a facilitator role by assisting community organizations and non-profits to develop capacity, grow and achieve their affordable housing and community development mission.
5. We will strive to have properties that are attractive and professionally maintained. Meet professional property management standards.
6. We will take a strategic approach to providing a full range of affordable housing options and services for the elderly.
7. We will provide affordable housing to very low-income households through the provision of rental vouchers and public housing.
8. We will partner with the Fairfax County Economic Development Authority and other County agencies.
9. We serve as lead agency for revitalization for the County's aging or underutilized commercial and residential areas.
10. We will use focused and strategic efforts to encourage county support, community involvement and private investment in revitalization areas.
11. We will ensure that in revitalization areas, FCRHA properties make a statement and set a tone to encourage further revitalization.
12. We will have a financial division that works as a strong team, is responsive, efficient, recognized and integrally involved with the entire department.
13. We will maintain a firm grasp of the depth and availability of existing FCRHA resources through analysis and regular reporting.
14. We will maintain HCD's outstanding reputation in developing and financing affordable housing.
15. We will establish focused and comprehensive oversight of all FCRHA assets through an ongoing asset management effort.
16. We will establish and maintain solid investor relations with existing investors and cultivate relationships with new or potential investors.
17. We will pursue public-private partnerships that result in affordable housing and that bring an infusion of private capital and cost savings to the FCRHA.
18. We will maintain an occupancy rate of 95% or better.
19. We will be an agency that has camaraderie, works as a team, and has excellent internal communication.
20. We will equip staff with state of the art technology tools needed to do the job and have a staff that is technology-savvy.
21. We will become relevant to a wider segment of County residents. Develop opportunities for community support and involvement.
22. We will maintain open communications with the public, community groups, governing officials, and residents.

# OVERVIEW

As a County agency, the Department of Housing and Community Development undertakes many programs and activities on behalf of the Board of Supervisors. In addition, HCD also serves as the support staff for the Fairfax County Redevelopment and Housing Authority (FCRHA), a separate legal entity established in 1966 in the Commonwealth of Virginia. FCRHA Commissioners are County citizens appointed by the Board of Supervisors to serve four-year terms.

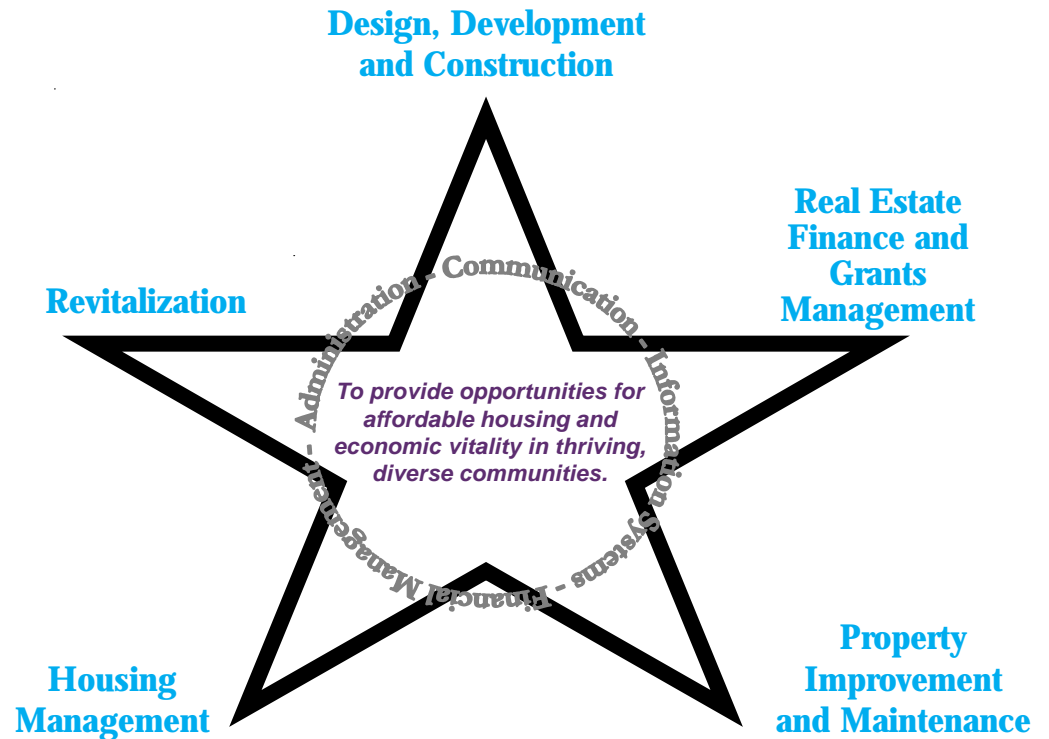
HCD's roles include planning, design, construction, rehabilitation and management of housing, currently an inventory of more than 2,700 units owned by the FCRHA, administering a rental subsidy program for more than 3,000 households, and assisting in the revitalization of older residential neighborhoods and commercial areas in Fairfax County.

The FCRHA is a sophisticated lender, mortgagee, and financier. HCD carries out its complex transactions and administers its federal grant and subsidy programs. HCD is also instrumental in financing public facilities such as community centers in designated areas, purchasing group homes on behalf of the Fairfax-Falls Church Community Services Board, and supporting the efforts of nonprofit organizations seeking to preserve and provide affordable housing. HCD is enterprising in its ability to raise revenues and maximize its ability to leverage County and FCRHA funds to bring together the necessary resources to undertake critically needed housing, community development and revitalization projects.

HCD is organized along five major divisions, with three key support divisions. Developing, financing and managing affordable housing require a synergy that is achieved through this organizational structure. For example, the design talent of the Design, Development and Construction Division and the financing expertise of the Real Estate Finance and Grants Management Division are often tapped to support efforts and initiatives of the Revitalization Division. Similarly, the property managers of the Housing Management Division and the maintenance crews of the Property Management and Maintenance Division work closely together to serve our residents and ensure that properties are good assets and good neighbors.

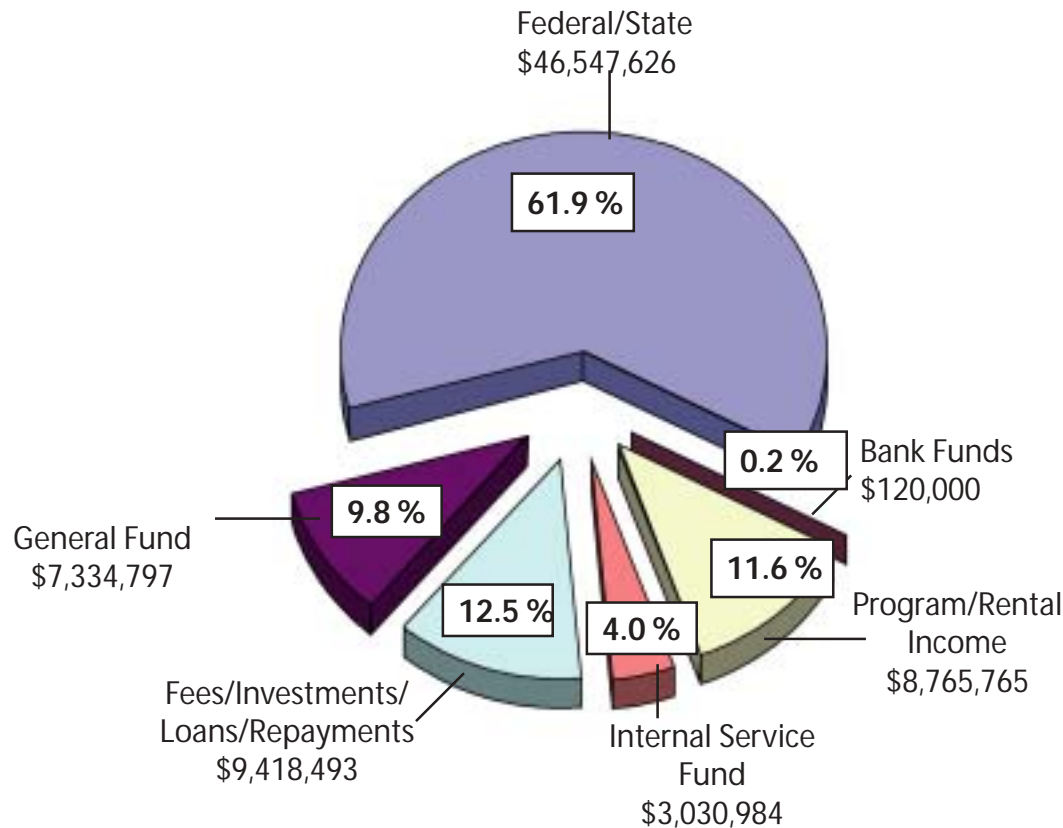
For purposes of strategic planning, HCD identified four key business areas: affordable housing, residential and commercial revitalization; capital formation and financial management; and leadership, administration and technology services. Each business area further organized along its micro-business and defined its mission. These micro-businesses are the basic framework for the strategic work which follows.

In 2000, the FCRHA adopted a Five-Year Strategic Plan which guides the work that HCD performs on behalf of the FCRHA. Subsequently, the FCRHA has adopted annual Action Plans detailing a work program and priorities. This document, the *Framework for Excellence*, also reflects the FCRHA's Strategic Plan and will be blended with future updates of the FCRHA's plan.



# FAIRFAX COUNTY DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

## FY 2004 SOURCES OF REVENUE



**TOTAL REVENUES = \$75,217,665**

The total HCD/FCRHA budget in FY 2004 is approximately \$75 million. The three major sources of revenue to support HCD operations and activities are: federal funds, County funds, and partnership/investor funds. Federal funds comprise more than 60 percent of the budget, and include funding for the Housing Choice Voucher (Section 8) and Public Housing Programs, as well as the Community Development Block Grant and HOME grant, which support many community development activities. County funding, which has been decreasing due to economic constraints, comprise approximately 10 percent of the budget. The third source of funding is through partnerships. HCD has become increasingly entrepreneurial and focused on leveraging its limited public funding through partnerships with private investors, particularly to develop affordable senior housing and, for the future, to preserve existing affordable housing and support ongoing commercial revitalization efforts. A recent analysis of projects completed or underway with funding from the Housing Trust Fund demonstrated that on average, for every \$1 of Housing Trust Fund money, \$7 was leveraged from outside sources.



# AFFORDABLE HOUSING

This Business Area includes the design, development and construction of affordable housing;  
management and maintenance of FCRHA-owned affordable housing;  
homeownership programs offered through HCD and the FCRHA;  
and asset management of the entire portfolio of properties owned by the FCRHA.

## *County-wide Strategic Vision Elements that Apply:*



Building Livable Spaces



Maintaining Safe and Caring Communities



Maintaining Healthy Economies

## Trends

- Between 2001 and 2002, the average regional sales price for single family detached and town house sales increased by 15.6 percent to \$291,283, while the average sales price in Fairfax County increased by 26 percent to \$328,034. (Quarterly Housing News, November 2002, Washington Area Housing Partnership)
- More than 1,200 units of privately-owned subsidized housing have been lost since 1998. (HCD)
- Modest rent developments are being purchased and repositioned resulting in higher rents. Affordable single family homes are being replaced with more expensive housing. (VHDA Housing Needs Forum, March 2001)
- From 1998 to 2000, the average rent increased from \$849 to \$989 (by 16.5%) - which was the single largest average increase since tracking began in 1975. From 2000 to 2002, the average rent increased again to \$1,157 (by 17%), surpassing the previous increase. (Fairfax County Rental Surveys)
- The 2002 vacancy rate among apartments was 5.5 percent which is indicative of an area with 100 percent absorption of available housing. (2002 Fairfax Rental Survey)
- As of September 2003, there were approximately 7,200 households on the HCD waiting list for assisted housing.
- Current and projected housing stock is insufficient to house workers for the number of jobs that could be generated in Fairfax County through 2025. (Dr. Steven Fuller, GMU.)
- The most pressing housing need in Fairfax County is for affordable housing located in close proximity to jobs and transportation. (Source: FCRHA Info Fest, November, 2002)
- There is an inadequate supply of transitional housing for the homeless. (VHDA Housing Needs Assessment Forum, March 2001)
- Efforts to provide affordable assisted living facilities should be accompanied by an array of coordinated services. (FCRHA Info Fest, November, 2002)
- Opportunities are needed for career advancement among service workers and lower income workers. (FCRHA Info Fest, November 2002)
- People with disabilities have few housing choices and need support services. (VHDA Housing Needs Forum, March 2001)
- The waiting list for residential services for those with mental retardation is approximately 500. (Fairfax County Human Services Response to Challenges in the Community)
- Most projected job growth in the near term will be in the service sector with lower-paying entry level jobs filled by workers who have the most difficulty affording homes in Fairfax County. (FCRHA Info Fest, November 2002)

## Challenges

- Insufficient resources
- Community acceptance of affordable housing products is not always present.
- Decreasing funding from federal, state and local government.
- Increasing costs (aging product, increasing expectations from the public)
- Unfunded mandates for programs and services.

## **BUILD, CREATE & FACILITATE AFFORDABLE HOUSING**

## BUSINESS AREA

### **AFFORDABLE HOUSING**

## MISSION STATEMENT

*To produce, retain, acquire and restore quality affordable residences, neighborhoods and communities.*

#### *HCD Vision Statements that apply*

We will pursue focused efforts to expand and preserve homeownership through increased affordable stock, creative financing techniques and home improvement assistance.

We will assist the FCRHA in a strategic effort to acquire land for future affordable housing development.

We will ensure that in revitalization areas, FCRHA properties make a statement and set a tone to encourage further revitalization.

We will maintain HCD's outstanding reputation in developing and financing affordable housing.

#### *Major Programs*

Design, development and construction services;

Administration of the development portion of the Affordable Dwelling Unit Program.

Technical assistance to nonprofit housing developers

#### *Innovative Initiatives*

##### **PARTNERSHIP EFFORTS**

- Magnet Housing: a living/working/learning environment to help low and moderate income persons move from lower paying jobs to a career path.
- Redevelopment of the Island Walk Cooperative in Reston.
- Joint venture with a private developer to construct affordable single family homes.
- Pursue land as opportunities arise.
- Transitional housing to complement a fourth family shelter.
- Partner with a nonprofit organization to develop studio apartments for single occupancy.

##### **ADU ORDINANCE**

- Enhance the Affordable Dwelling Unit Program through the "Great House" concept, applying the program in mid-rise residential structures, and promoting the concept of affordable assisted living.
- Affordable housing in transit-oriented developments.

##### **HOUSING FOR SENIORS/PERSONS WITH DISABILITIES:**

- Assisted living component at Little River Glen Phase II through a public/private partnership.
- Design and develop Little River Glen Phase III, 150 units of senior housing
- Herndon Harbor Senior Center.
- Develop 60 units of assisted living at Lewinsville, and expand senior recreation facility and adult day care.
- Continue to provide consultation services to the District Home/Birmingham Green in development of affordable assisted living.
- Development/acquisition of housing and facilities designed specifically for the physically disabled, mentally disabled, and seniors.

MICROBUSINESS

**FOCUS ON  
AFFORDABLE PROPERTIES**

BUSINESS AREA

**AFFORDABLE HOUSING**

MISSION STATEMENT

To ensure the efficient management and maintenance of affordable housing in FCRHA programs in a manner consistent with or exceeding community standards.

*HCD Vision Statements that apply*

We will have properties are attractive and professionally maintained, and meet professional property management standards.

We will provide affordable housing to very low-income households through the provision of rental vouchers and public housing.

We will strive to maintain an occupancy rate of 95% or better.

*Major Programs*

Management of 1,063 units of Public Housing

Management of Fairfax County Rental Program, including multifamily properties and senior housing. Total inventory: 1,670 units

Compliance and Monitoring of all housing programs

Administration of Self-Sufficiency program

Property Improvement and Maintenance program: includes preventive maintenance program and Capital Grant Program (modernization of Public Housing)

Asset Management of a portfolio of properties in excess of \$127 million in value.

*Innovative Initiatives*

**MAINTENANCE OF FCHRA-OWNED PROPERTIES**

- Through a planned and phased approach, rehabilitate FCRHA residential properties to maintain their safety and quality of life.
- Make accessibility modifications for FCRHA properties.
- Assess capital improvement needs for properties for a long-term capital needs plan.
- One hundred percent lease-up of FCRHA properties.
- Increase efficiency and reduce cost associated with travel by establishing regional work areas and deploying maintenance staff closer to assigned work sites.

**MANAGEMENT**

- Focused asset management designed to ensure projects are managed efficiently and within budget and in conformance with all reporting requirements

**FOCUS ON PEOPLE****BUSINESS AREA****AFFORDABLE HOUSING****MISSION STATEMENT**

*To deliver courteous, culturally sensitive and high quality services to clients and housing providers in the most efficient manner.*

*HCD Vision Statements that apply*

We will pursue focused efforts to expand and preserve homeownership through increased affordable stock, creative financing techniques and home improvement assistance.

We will provide affordable housing to very low-income households through the provision of rental vouchers and public housing.

We will take a strategic approach to providing a full range of affordable housing options and services for the elderly.

We will maintain open communication with the public, community groups, governing officials, and residents.

*Major Programs*

Housing Application Center

Housing Choice Voucher  
(more than 3,000 vouchers)

Public Housing (1,063 units)

Fairfax County Rental  
Program (1,670 units)

- Family housing
- Working Singles Housing
- Senior Housing
- Group Homes

Homeownership Programs

- Affordable Dwelling Unit/  
First Time Homebuyers  
Program (more than 900  
units, as of Sept. 2003)
- Moderate Income Direct  
Sales (MIDS) Program  
(289 units)
- Down Payment and  
Closing Cost Assistance  
Program
- Housing Choice Voucher  
Homeownership Program

Relocation Assistance

*Innovative Initiatives*

- 100 percent lease-up of units and vouchers
- Homeownership for First Responders, County and School employees
- Neighborhood Revitalization program to promote homeownership
- Storefront learning center to facilitate homebuyer education.
- Expansion of successful Housing Choice Voucher Homeownership Pilot Program.
- Implement revitalized MIDS program to address long-term impact of deferred loans and property condition issues.
- Housing Choice Voucher Pilot Program—Second year of a successful pilot program to use housing vouchers, customarily for rental housing, to enable lower income families to purchase a home.
- One-stop Intake Center with new simplified and short application form
- Grants to child care providers to increase employability of the affected parents and the providers.



# FINANCIAL SERVICES & CAPITAL FORMATION

This Business Area includes the following functional areas of the agency: real estate finance, grants management, accounting, auditing and budgeting.

## *County-wide Strategic Vision Elements that Apply:*



Maintaining Healthy Economies



Creating a Culture of Engagement



Exercising Corporate Responsibility for County Resources and Results

## Trends/Needs

- There are over 100 nonprofit organizations that participate in the delivery of human services in Northern Virginia through the Community Funding Pool, CDBG, or Continuum of Care or other program, and there are for profit developers who take advantage of tax credit financing. (Consolidated Plan One Year Action Plan for FY 2004)
- A 2002 amendment to the Fairfax County Comprehensive Plan allows cash contributions for affordable housing to go to either the Housing Trust Fund or other County funds.
- Modest rent developments are being purchased and repositioned resulting in higher rents. Affordable single family homes are being replaced with more expensive housing. (VHDA Housing Needs Forum, March 2001)
- Between 2001 and 2002, the average regional sales price for single family detached and town house sales increased by 15.6 percent to \$291,283, while the average sales price in Fairfax County increased by 26 percent to \$328,034. (Quarterly Housing News, November 2002, Washington Area Housing Partnership)
- More than 1,200 units of privately-owned subsidized housing have been lost since 1998. (HCD)

## Challenges

- State Financing Constraints: Small Business Financing Authority (SBFA) Volume Cap limits availability of tax-exempt bonds
- Resources: Insufficient subsidies for affordable housing projects due to high per unit acquisition costs.
- Procedural Burdens (federal, state, and local levels): Many procedures for deploying funds to private developers for new projects cause a cost burden and timing issues that make our programs less effective.
- Approval processes create timing issues and can prevent HCD staff from applying for certain grant funds.
- County Systems—Many accounting, technology, and financing programs of the FCRHA demand distinct systems that match the requirements of private sector clientele. Additional County systems must overlay these systems, which can increase costs, administrative burdens, and timing issues.

**GENERATE RESOURCES****MISSION STATEMENT**

*To identify, seek, and account for resources, capital, and new partnerships to support and enhance programs that serve the missions of HCD and the FCRHA.*

**BUSINESS AREA****FINANCIAL SERVICES & CAPITAL FORMATION***HCD Vision Statements that apply*

We will pursue focused efforts to expand and preserve homeownership through increased affordable stock, creative financing techniques and home improvement assistance.

We will partner with the Fairfax County Economic Development Authority and other County agencies.

We will use focused and strategic efforts to encourage county support, community involvement and private investment in revitalization areas.

We will have a financial division that works as a strong team, is responsive, efficient, recognized and integrally involved with the entire department.

We will establish and maintain solid investor relations with existing investors and cultivate relationships with new or potential investors.

We will pursue public-private partnerships that result in affordable housing and that bring an infusion of private capital and cost savings to the FCRHA.

*Major Programs*

Community Development Block Grant Program (CDBG)

Home Investment Partnerships Program (HOME)

Affordable Housing Partnership Program (AHPP)

Tax Exempt Bond Financing Grants and Other Partnership Opportunities.

Preservation Loan Fund

Investing in Communities Program  
Community Consolidated Funding Pool

*Innovative Initiatives***FINANCING**

- Preservation Loan Fund — a new financing program: national nonprofit to work with local non-profits to purchase and preserve existing at-risk affordable housing.
- Nontraditional Funding Sources—seek grants and loans from a variety of federal, state, and private sources, which includes charitable giving, philanthropic foundations, and competitive grants as well as innovations such as fees for consulting services, telecommunications towers on buildings and other potential resources.
- Revitalization Incentive Fund— to finance new businesses, business expansions, and renovations for companies that require financing between \$250,000 - \$1.5 million, a level at which many small businesses are unable to access traditional lending institutions.
- New Market Tax Credits—encourage use of this innovative tax credit to assist in commercial development in the County's lower-income census tracts.

**HOMEOWNERSHIP**

- Expand Employer Assisted Housing for County/ School employees seeking to purchase a home in Fairfax County: VHDA Home Stretch Downpayment Assistance Program; partnership with regional lenders (VHDA) and secondary market institutions (Fannie Mae and Freddie Mac)
- Construction of store front facility within Pender Drive offices as resource center homeownership information
- Program Redesign to streamline application and sales/purchases processes for homebuyers and sellers; provide pre- and post-purchase counseling to ensure a successful homebuying experience.

## MICROBUSINESS

# MANAGE AND DISBURSE RESOURCES

## BUSINESS AREA

### FINANCIAL SERVICES & CAPITAL FORMATION

## MISSION STATEMENT

*To coordinate and efficiently manage cash resources in compliance with federal, state and county regulations; to plan, budget, develop partnerships, and administer the use of assets in full compliance with applicable policies and regulations.*

### HCD Vision Statements that apply

We will have a financial management division that works as a strong team, is responsive, efficient, recognized and integrally involved with the entire department.

We will maintain a firm grasp of the depth and availability of existing FCRHA resources through analysis and regular reporting.

We will play a facilitator role by assisting community organizations and non-profits to develop capacity, grow, and achieve their affordable housing and community development mission.

We will establish focused and comprehensive oversight of all FCRHA assets through an ongoing asset management effort.

We will pursue focused efforts to expand and preserve homeownership through increased affordable stock, creative financing techniques and home improvement assistance.

We will partner with the Fairfax County Economic Development Authority and other County agencies.

We will use focused and strategic efforts to encourage county support, community involvement and private investment in revitalization areas.

We will establish and maintain solid investor relations with existing investors and cultivate relationships with new or potential investors.

We will pursue public-private partnerships that result in affordable housing and that bring an infusion of private capital and cost savings to the FCRHA.

### Major Programs

Community Development Block Grant Funding (CDBG)

Home Investment Partnerships Program (HOME)

Affordable Housing Partnership Program (AHPP)

Tax Exempt Bond Financing  
Grants and Other Partnership Opportunities.

Preservation Loan Fund

Investing in Communities Program

Community Consolidated Funding Pool

### Innovative Initiatives

- Maintain the fiscal health of the Housing Choice Voucher program through (1) ongoing analysis of the financial status of the HCV program in order to proactively identify and recommend solutions to any short falls or other fiscal issues; (2) ongoing monitoring of the lease-up rate with regular amendment to the HCV budget as needed; (3) judiciously safeguarding HCV reserves.
- Meet expenditure standards.
- Maximize leverage of public funds with private/other funds
- Meet or exceed timeliness standards for all programs/funding sources.

*MICROBUSINESS*

**DISCRETE (COMPLIANCE)  
FUNCTIONS IN FINANCIAL  
MANAGEMENT**

*BUSINESS AREA*

**FINANCIAL SERVICES AND  
CAPITAL FORMATION**

*MISSION STATEMENT*

*To provide users with timely and accurate financial reporting in accordance with generally accepted accounting principles, the Government Accounting Standards Board, and HUD regulations, and to ensure proper internal controls are in place to facilitate various audit requirements*

*HCD Vision Statements that apply*

We will have a financial division that works as a strong team, is responsive, efficient, recognized and integrally involved with the entire department.

We will maintain a firm grasp of the depth and availability of existing FCRHA resources through analysis and regular reporting.

*Major Programs*

Budget

Complex accounting requiring several accounting methods and fiscal years

Audit

Daily financial transactions

Regular analysis and reporting on trends, financial position, and expenditures

Financial management of all FCRHA and limited partnership operations.

*Innovative Initiatives*

- In light of the FY 2003 evaluation of the FAMIS system, consider ways to improve and make the accounting system more friendly to users and more accessible agency-wide for information purposes.
- Assess available resources on a regular basis and report to the FCRHA on a semi-annual basis.



# REVITALIZATION

This Business Area includes residential and commercial revitalization programs and activities which are primarily focused in and around areas designated by the Board of Supervisors.

## County-wide Strategic Vision Elements that Apply:



Maintaining Healthy Economies

Creating a Culture of Engagement

Building Livable Spaces

## Trends/Needs

- Maintaining convenient goods and services for existing neighborhoods; encouraging construction of new building; and assisting property owners with improvements to existing buildings are high priorities among residents (FCRHA Info Fest 2002)
- There is an opportunity to coordinate residential and commercial revitalization services with the "Strengthening Neighborhoods and Building Communities (SNBC) approach to service delivery as chartered by the SNBC Strategy Team in January, 2003. (EDA)
- Minority business is considered an "emerging market" for Fairfax County. (EDA)
- Critical elements for successful revitalization include: County leadership, promotion of the financial and social cost/benefits; stakeholder participation; incentives; cross-agency approach; clearly defined policy and criteria; and communication between the County and local areas. ("Findings of a Renewed Revitalization Policy" prepared by the seven revitalization organizations and County staff, June 2001)
- Incentives and inducements are seen as needed to assembly strategic properties. ("Findings of a Renewed Revitalization Policy", June 2001)
- County programs should focus on approaches to reduce developer risk and promote joint partnerships. ("Findings of a Renewed Revitalization Policy", June 2001)
- Private activity bonds, Community Development Authority bonds and other financing are important to revitalization. ("Findings of a Renewed Revitalization Policy", June 2001)
- There is a need for a commercial-neighborhood revitalization program. ("Findings of a Renewed Revitalization Policy", June 2001)
- The most pressing housing need in Fairfax County is for affordable housing located in close proximity to jobs and transportation. (FCRHA Info Fest 2002)
- Fairfax County has been identified as one of 23 MEGA Counties (Massively Enlarged Growth-Accelerated) in the U.S., with a population larger than seven states and larger than the cities of Baltimore, Boston, Indianapolis, Memphis, Milwaukee, San Francisco and San Jose. (Housing Facts & Figures, Vol. 4, No. 3, 2002, Fannie Mae Foundation)
- Opportunities are needed for career advancement among service workers and lower income workers. (FCRHA Info Fest 2002)
- In the first three quarters of 2002, companies working with the Fairfax County Economic Development Authority created, or planned to create, over 4,900 jobs in Fairfax County. (August 2002 Digest, Greater Washington Initiative)
- 4.5% of the County's population, or a population equivalent to twice that of the City of Fairfax, lives below the poverty level. (FCRHA, Info Fest 2002)

## Challenges

- Decreasing funding
- Increasing costs
- Threat of diminishing quality of work and loss of highly qualified and well trained staff due to changing and increasing workload
- Insufficient resources (staff and money)
- Regulatory Environment—Increased coordination is needed between the FCRHA/HCD, Planning Commission and Zoning staff, and transportation officials to encourage mixed-use (commercial and residential) projects that increase density in areas with access to public transportation and job centers.

MICROBUSINESS  
**RESIDENTIAL  
 REVITALIZATION**

BUSINESS AREA

**REVITALIZATION**

*MISSION STATEMENT*

*To provide opportunities to preserve, restore and improve the economic vitality of affordable residential neighborhoods.*

*HCD Vision Statements that apply*

We will pursue focused efforts to expand and preserve homeownership through increased affordable stock, creative financing techniques and home improvement assistance.

We will take a strategic approach to providing a full range of affordable housing options and services for the elderly.

We will serve as lead agency for revitalization for the County's aging or underutilized commercial and residential areas.

We will ensure that in revitalization areas, FCRHA properties make a statement and set a tone to encourage further revitalization.

We will maintain open communications with the public, community groups, governing officials, and residents.

*Major Programs*

Home Improvement Loan Program

Home Repair for the Elderly Program

Blight Abatement Program

Neighborhood Revitalization Initiative

*Innovative Initiatives*

- Partner with Fannie Mae, local banks, Realtors and others to dovetail the HILP program with private financing to provide a focused neighborhood revitalization loan program for residential areas adjacent to commercial revitalization areas.
- Initiate a pilot program for Neighborhood Revitalization, to include neighborhood and business outreach activities and services directed at the local level, beginning in Springfield and Reston.
- Continue capital activities in the Neighborhood Improvement Program and the Community Improvement Program.

## COMMERCIAL REVITALIZATION

### BUSINESS AREA

### REVITALIZATION

### MISSION STATEMENT

*To provide opportunities to preserve, restore and improve the economic vitality of commercial neighborhoods.*

#### *HCD Vision Statements that apply*

We will play a facilitator role by assisting community organizations and non-profits to develop capacity, grow and achieve their affordable housing and community development mission.

We will partner with the Fairfax County Economic Development Authority and other County agencies.

We will serve as lead agency for revitalization for the County's aging or underutilized commercial and residential areas.

We will use focused and strategic efforts to encourage county support, community involvement and private investment in revitalization areas.

We will ensure that in revitalization areas, FCRHA properties make a statement and set a tone to encourage further revitalization.

We will establish and maintain solid investor relations with existing investors and cultivate relationships with new or potential investors.

We will become relevant to a wider segment of County residents. Develop opportunities for community support and involvement.

We will maintain open communications with the public, community groups, governing officials, and residents

#### *Major Programs*

Facade Improvement Program

Revitalization Services to:

- Annandale Revitalization District
- Bailey's Crossroad Revitalization District
- Springfield Revitalization District
- Richmond Highway Revitalization District
- McLean Revitalization District
- Merrifield Revitalization Area
- Lake Anne Revitalization Area

Investing in Communities Program (ICP)

#### *Innovative Initiatives*

- Focus on creating alternative financing resources for revitalization
- Establish a commercial revitalization loan program by establishing a partnership with a specialized secondary market investor.
- Establish a commercial revitalization predevelopment loan fund in tandem with the loan program.
- Explore the use of Tax Increment Financing, Community Development Authority financing, and other techniques for the financing with pilots in Springfield or Merrifield.
- Provide strategic incentives to potential developers of Community Business Center locations in the Richmond Highway corridor for site assembly or other financial assistance.
- Investing in Communities Program (ICP)
- Facade improvement program along Richmond Highway and Annandale
- Core strategy for each revitalization district/area



# LEADERSHIP, ADMINISTRATION & TECHNOLOGY SERVICES

## *County-wide Strategic Vision Elements that Apply:*



Creating a Culture of Engagement



Exercising Corporate Responsibility for County  
Resources and Results

## Trends/Needs

- Resources are diminishing to support operations and there is uncertainty with regard to the level of sustained federal funding, due to changing priorities at the national level.
- Aging workforce has led to increased number of retirements and increased need to train staff to ensure smooth transitions and uninterrupted services.
- Reorganization — Change is occurring within HCD to better align functions, in response to ongoing budget constraints and recent retirements, to bolster the need for collaborative teamwork, and to better serve community needs and demands.
- Multiple agency computer systems do not communicate with one another maintain critical FCRHA/HCD data. A single housing management information system is needed.
- Work processes have evolved but not been examined in several years. Multiple workflow studies were initiated in FY 2003 to streamline and simplify processes, achieve efficiencies, and address workload issues, as well as to take advantage of available IT solutions (web, IVR, kiosk, etc.) that would improve customer service. Areas being studied: Intake, Occupancy, Homeownership, and Property Management/Maintenance.
- Fiscal Year 2004 will include major updates of the Five-Year Plans for Public Housing and Housing Choice Voucher, the CDBG/HOME/ESG/HOPWA programs, and the FCRHA Five Year Strategic Plan. An opportunity exists to coordinate these three planning documents and strengthen the strategic approach of the FCRHA to housing and revitalization services.
- In staff forums about agency strategic planning, communication between staff and between divisions has been cited as an area in need of improvement.
- Increased accountability and reporting requirements by investors, federal government require a more focused asset management of all FCRHA properties.

## Challenges

- Decreasing funding.
- Increasing costs.
- Threat of diminishing quality of work and loss of highly qualified and well trained staff due to changing and increasing workload.
- Insufficient resources (staff and money)
- Perceptions of need for better communication.
- Uncertainty of line staff about quantity and quality of work and work product.

**TECHNOLOGY SERVICES****MISSION STATEMENT**

*To lead in the planning and implementation of technological innovations in HCD, as well as to support the technological demands of HCD.*

**BUSINESS AREA****LEADERSHIP, ADMINISTRATION & TECHNOLOGY SERVICES***HCD Vision Statements that apply*

We will equip staff with state of the art technology tools needed to do the job and have a staff that is technology-savvy.

We will be an agency that has camaraderie, works as a team, and has excellent internal communication.

We will maintain open communications with the public, community groups, governing officials, and residents.

*Major Programs*

Network Maintenance and Analysis

Program/Application Maintenance and Analysis

Maintenance/Upgrade of Agency Communications Systems (IT, Phone, Fax, Kiosk, etc.)

Agency-specific IT Training

*Innovative Initiatives*

- Development of a streamlined application process accessible via kiosk and Internet
- Maximize use of the Internet by researching and beginning design of on-line applications.
- Improve language access across agency programs via phone, Internet and kiosk
- Implement technology associated with workflow studies in Intake, Occupancy, Property Management and Maintenance, and Homeownership
- Implement new housing management information system which integrates financial data, tenant data and property management data into a single system.
- Provide staff with automated budget information relevant to their work unit, to assist them in the management of projects and activities.
- Seeks ways to use technology to improve staff communication.
- Implement new software system for the Public Housing/HCV programs.
- Research and begin design of on-line applications.
- Upgrade computer support for Housing Choice Voucher program.
- Maintain and update e-affordable.fairfax@ web site.
- Update affordable housing resources GIS map.

## LEADERSHIP & ADMINISTRATION

### BUSINESS AREA

### LEADERSHIP, ADMINISTRATION & TECHNOLOGY SERVICES

### MISSION STATEMENT

*Through leadership and vision, provide agency-wide direction; ensure fairness and equity in all programs and personnel practices; set standards; manage change; foster open communications; and serve as a bridge between the HCD, FCRHA, Board of Supervisors and Planning Commission.*

### HCD Vision Statements that apply

We will maintain HCD's outstanding reputation in developing and financing affordable housing.

We will establish focused and comprehensive oversight of all FCRHA assets through an ongoing asset management effort.

We will be an agency that has camaraderie, works as a team, and has excellent internal communication.

We will maintain open communications with the public, community groups, governing officials, and residents.

### Major Programs

Administration responsibilities directly related to the operation of the FCRHA

Agency direction

Human Resources Management

- Reorganization
- Training
- Pay for Performance
- Workforce planning

Internal/External Communications

- Daily News
- Online newsletter

Public Affairs

- Media
- Public Information
- Event planning
- Web

Planning

- Strategic/Long Range
- Legislative

Customer Service – First point of contact

Security

- Business Continuity
- Emergency response
- Fraud Investigation

Purchasing

Liaison with Board of Supervisors and FCRHA

### Innovative Initiatives

- Formation and support for employee groups designed to improve communication, promote fairness, encourage professional development and promotion, and to increase recognition (CORE, FRAP and I-CARE).
- Development of an agency-wide communication strategy. Focus on internal communication. Ensure employees have the information needed to do their jobs and access the benefits provided by the County.
- Maintain high standards for management and maintenance of FCRHA housing. Strive for the highest ratings from HUD and others.
- Reorganization of the HCD organization structure to determine ways to maximize efficiency, cluster talents and expertise and reflect the FCRHA strategic plan and HCD Vision.
- Continue HCD Fellowship to develop leadership potential within HCD.
- Institute a Professional Development Day to promote training and communication.
- Employee Suggestion Boxes to promote positive feedback and ideas.
- Initiative opportunities to communicate with citizens utilizing the Internet and other technologies.
- Initiate meetings with relevant County agencies and associated boards, authorities and commissions to improve communication, provide information, and seek opportunities to work together.
- Use a variety of creative techniques and emerging technologies to announce, celebrate, promote and market FCRHA projects and programs.
- Continued national recognition of FCRHA projects and programs.
- Continue "Messages from the Director" via e-mail to keep FCRHA commissioners informed between meetings.
- Semi-annual meetings between the FCRHA, representatives of the Seven Revitalization areas, and the Planning Commission;
- Joint meetings between the FCRHA and Planning Commission, Human Services Council, CCFAC, EDA, Resident Advisory Council and Area Agency on Aging.

# A P P E N D I X

## Strengths, Weaknesses, Threats and Opportunities

Fairfax County Department of Housing and Community Development

## Analysis of Strengths, Weaknesses, Opportunities and Threats

TOP PRIORITIES ASSIGNED BY THE PANEL OF DELEGATES - June 2003

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
<p><b>Agency Reputation</b></p> <p><b>Financially Diverse</b></p> <p><b>Demand for Product</b></p> <p><b>Good Quality Services and Products</b></p> <p><b>Staff</b> (high performers, have high standards, good work ethic; have high level of dedication, knowledge, adaptability, cultural diversity, skills, caring; good attitude)</p>	<p><b>Disconnected</b> from other agencies (technologically, geographically, public expectations)</p> <p><b>Insufficient resources</b> (staff and money) for current level of service</p> <p><b>Technologically behind</b> (hardware and training)</p> <p><b>Political climate</b> (lack of support)</p> <p><b>Inadequate Communication</b></p>	<p><b>Innovations</b> forming partnerships HUD decontrol Improvements in “self-sufficiency” programs (education, homeownership), help customers become less dependent on public support</p> <p><b>Growth in demand</b> for product, especially affordable housing</p> <p><b>Technology</b> – need vision, objectives, method of implementation, balance of needs</p> <p><b>Garner support</b> from community for HCD’s objectives</p> <p><b>The Way We Do Business:</b> High Performance Organization (HPO) model, other improvements*</p>	<p><b>Uncertainty</b> about quantity and quality of work and work product.</p> <p><b>Decreasing funding</b></p> <p><b>Increasing costs</b> (aging product, increasing expectations from the public)</p> <p>Threat of diminishing quality of work and loss of highly qualified and well trained staff due to changing and increasing <b>workload</b></p>

\*example might be expanding the intake workflow study to include all agency programs to create a “one-stop shopping” environment for customers.